



**North Carolina Central University
Faculty Senate Meeting**

AGENDA

**Friday, January 13, 2012
2:00 PM, Miller-Morgan Auditorium**

- I. Call to Order: Prof. Sandra Rogers, Faculty Senate Chair**
- II. Announcements – (see handout)**
- III. Approval of Minutes of Dec. 2, 2011**
- IV. Faculty Senate Committee Reports**
- V. University Naming Committee Report**
- VI. Senate Ad Hoc Committee Discussion : Senior Faculty Advisory Council**
- VIII. New Business**
 - a. Chancellor’s Comments**
 - b. Vice Chancellor Wendell Davis – Process, Improvement and Efficiency Recommendations.**
 - c. Assoc. Provost and Assoc. Vice Chancellor Bernice Johnson – Academic Affairs: Program Review Context, Process and Recommendations**
 - d. Provost Debbie Thomas - Academic Program Review and Restructuring: A Collaborative and Inclusive Engagement**
- IX. Questions and Answers**
- X. Adjournment**



James E. Shepard, Founder

Faculty Senate Office

NORTH CAROLINA CENTRAL UNIVERSITY
Faculty Senate Meeting
Friday, January 13, 2012 – Miller-Morgan Auditorium

MINUTES

Those present:

Senators & Alternates: **College of Behavioral & Social Sciences:** Criminal Justice: Tonya Hall; Lorna Grant; Public Health Education: LaShawn Wordlaw-Stinson; Human Sciences: Charles Mitchell; Wadeah Beyah; Terry Huff; parks & Recreation: Hsin-Yi Liu; Beverly Allen; Carla Stoddard; Elizabeth Jewell; Political Science: Ansel Brown; Public Administration: Dohyeong Kim; Psychology: Sandra Waters; Agatha Carroo; Sociology: Sandra Rogers; Robert Wortham; James Davies; Social Work: Larry Williams; Vanessa Hodges; **College of Liberal Arts:** Art: Achamelah Debela; English & Mass Communication; Brett Chambers; John Prince; Charmaine McKissick-Melton; History; Terry Mosley; Joshua Nadel; Modern Foreign Language: Claudia Becker; Music: Candace Bailey; Baron Tymas; Theatre: Stephanie Howard; **College of Science & Technology:** Biology: Mildred Pointer; Envir, Earth/Geospatial: John Bang; Timothy Mulrooney; Math & Computer Science: Ravanasamudram Uma; Hayk Melikyan; Xinyu Huang; Donghyun Kim; Pharmaceutical Science: Alfred Williams; Physics: Marvin Wu; **School of Business:** Mary Phillips; Aditya Sharma; **School of Education:** Nancy Reese-Durham; Clarence Davis; Philliph Masila Mutisya; Prince Bull; **Department of Nursing:** Ernestine Lassiter; **School of Law:** Reginald Momburn; **School of Library & Information Sciences:** Robert Ballard; Deborah Swain; **J.E. Shepard Library:** Doris Sigl; Vanessa Lennon

Ex-Officio Members: Chancellor Charlie Nelms; Provost Debbie Thomas; Associate Provost Bernice Johnson; Vice Chancellor Wendell Davis; Assistant VC Janice Harper; VC Susan Hester; VC Hazell Reed; Dean Elwood Robinson; Dean SOB, D.Keith Pignes; Dean SOE, Wynetta Lee; Director Kimberely Phifer-McGhee; Director Theodosia Shields; Associate Dean Diane Scott; AVC Claudia Hager

Guests: Kay Thompson-Rogers; Tracey Daye-Wilson; Gloria Drew; Pauletta Bracy; Vicki Lamb; Callie Fulford; Caesar Jackson; Francis Graham; Shelia Bridges; Jerome Goodwin; Norma Petway; George Wilson; Yolanda Anderson; Emmanuel Oritsejafor; Shawn Stewart; Kwesi Aggrey; Rosa Anderson; Don Scott; Edith Hubbard; Sung Kwon; Benjamin Crease; Chereminque Branson; Pamela Martin; Cynthia Forbert; Brenda Shaw; Kenneth Rodgers; Jeanette Barker; Michele Ware; Mohammad Ahmed; Johnny Alston; Gregory Cole; Sega Howell; George Conklin; Li An Yeh; Vinston Goldman; Harvey McMurray; Stan Thomas; James Dockery; Jerry Gershennhorn; Regina Alston; Saundra DeLauder; Freddie Parker; Janice Harper; Tonya Hines; Bridget Perry; Jarvis Hargrove; Gertrude Jackson; Natasha Greene Leathers; Blenda Crayton; Larry Williams; James Guseh; Janice Dargan; Veronica Nwosu; Tonya Gerald; Al White; Sofie King; Debra Parker; Esther Okeyl; Jim Harper; Undi Hoffler; Minnie Sangster; Donna Grant; Toya Daye-Green; Karen Keaton-Jackson; Kuldip Kuwahara; Hermiz Williams; Kevin Kimbro; Lillian Robinson; Ingrid McCree; Solomon Abraham; Melvin Carver

- I. **Call to order:** Prof. Sandra Rogers, Faculty Senate Chair, called the meeting to order at 2:03 p.m. She noted that the agenda included important presentations from administration on proposed organizational changes and budget cutting at NCCU. Senate business and committee reports would be expedited.
- II. **Announcements:** Announcements were provided in email. See Appendix A. (Please send Senate announcements to Dr. Claudia Becker, Vice-Chair, at cbecker@ncu.edu for

NCCU Faculty Senate Meeting

February 5, 2010

Page 2 of 10

next meeting.) Before the meeting began, Dr. LaShawn Wordlaw-Stinson requested that Dr. Deborah Swain, Faculty Senate Secretary, remind senators of the NCCU January Blood Drive, 1/17-1/19.

- III. Approval of Minutes of December 2, 2011:** When a quorum was verified by Dr. Dohyeong Kim, Parliamentarian, at 2:07pm (28 representatives were in attendance), it was moved and then seconded to approve the minutes with any changes requested. They were approved (all ayes; no nays/opposers; no abstainers).
- IV. Faculty Senate Committee Reports:** Committee chairs were invited to provide full reports for Appendix.
- A. **Academic Policies:** Report was sent from Dr. Patricia Wigfall and Dr. Lina Cofresi, (Modern Foreign Languages) Committee Co-Chairs, and summarized by Prof. Tonya Hall, Criminal Justice. As described, last year members studied several recommendations. First, they **studied** the possibility of having + and – grades, which are already allowed in the NCCU Law School and at other universities, including UNC-Chapel Hill. The recommendation to adopt + and – grades was passed by the Senate in April, 2011. Secondly, committee discussed deadlines for Transfer Student Admissions. Third recommendation on Academic Progression was passed last year. The final recommendation for changes in the interval between classes was still being studied; student survey was complete, and survey of faculty is under way. Senate Chair, Professor Rogers, requested that the committee hold decision making until next Senate. Full report on other issues to be provided by Drs. Wigfall and Cofresi, co-chairs. See Appendix B. ←
- B. **Campus Relations and Welfare:** Dr. Joshua Nadel, History, stated there was nothing to report at this time. Chair is Wadeeah Beyah, Human Sciences.
- C. **Committee on Committees:** Dr. Acha Debela reminded all committee chairs to meet within next week to discuss standards and procedures.
- D. **Faculty Research and Professional Development:** Dr. Claudia Becker reported that her committee had met in November and reviewed issues from last year and will meet again in Jan. After a meeting scheduled in January with Provost Debbie Thomas, the committee will be collaborating on professional development. Next, they are consulting with Dr. Hazell Reed on trips to Kannapolis and D.C. In addition, the committee is identifying opportunities for professional development. On Jan. 20, the NCCU Disabilities Office will support training by faculty on serving all students in subjects with difficulties in room 253 Farrison-Newton. See Appendix C for full report. ←

NCCU Faculty Senate Meeting

February 5, 2010

Page 3 of 10

- E. **Governance**: No report to Senate from Dr. Acha Debela, chair.
- F. **Honorary Degrees, Memorials, and Special Awards**: The chair, Prof. Brett Chambers, stated that the committee was getting calls on Spring 2012 awards and had begun work. The recommendation for Professor Emeritus status was being reactivated for Dean Cecilia Steppe-Jones, who retired in December 2011.

- V. **University Naming Committee Report**: It was noted by Senate Chair, Prof. Rogers that the naming of buildings or centers is now done by the Administration as there is a cost associated with it. She has requested that Dr. Chambers be included on the administration committee. Prof. Chambers offered to work with families, for example, Dr. Marvin Duncan's family concerning the Center for Teaching and Learning, now called the Office of Faculty Development.

During questions and answers, it was noted by Dr. Debela that Honorary Degrees is a standing committee of the Senate and in the past made naming recommendations. Professor Chambers described how his committee has met and made recommendations to the Senate according to policies and procedures. Dr. Freddie Parker, History, described how he has brought the naming issue up in the past and that since 1972, when NCCU became part of the UNC system, there have been standing committees and, therefore, there still should be long standing committees. However, new provosts and chancellors have appointed *ad hoc* committees to do the work. Dr. George Wilson, Criminal Justice, pointed out that naming suggestions should come through the Faculty Senate first. However, the Senate cannot set prices, but naming suggestions should be approved by the Senate before going to the Board of Trustees or others. Senate Chair, Prof. Rogers reported that recommendations had been sent and the cost of naming discussed. All we can do at this point is to register our views, for example, about the Teaching and Learning Center being named after Marvin Duncan. She noted that there is no longer a center, but she would bring the recommendation to the attention of the Administration for the Senate. And she thinks the administration will work with us. In February, Prof Rogers will bring more information to the Senate. The committee chaired by Dr. Lois DeLoatch includes Prof. Sandra Rogers, Dr. Freddie Parker, Dr. James Osler, and Dr. Minnie Sangster. Prof. Rogers is recommending that Prof. Chambers also join the committee.

- VI. **Senate Ad Hoc Committee Discussion : Senior Faculty Advisory Council**
Prof. Rogers introduced to the Senate a proposal based on recommendation from the Faculty Senate Executive Committee, which met in the evening January 11. The idea of

NCCU Faculty Senate Meeting

February 5, 2010

Page 4 of 10

establishing a council of senior professors was initially discussed at the Senate Faculty Workshop in May, 2011. Therefore, it was recommended that an *ad hoc* Senior Faculty Advisory Committee be established to provide a report to the Faculty Senate Chair for presentation at the May, 2012 Senate Faculty workshop on improving leadership and self-governance.

The ad hoc committee will be established by the Senate Chair, who will appoint two co-conveners and a recorder/secretary. The Committee will be charged with looking at issues, such as communications, decision-making processes, faculty input, interdisciplinary collaborations, regular attendance on committees, and business planning, as they impact tenured faculty's participation, accountability and leadership in the shared governance structure at NCCU. The committee shall operate as an advisory committee reporting directly to the Faculty Senate. The committee is established for the remainder of the academic year with the possibility of renewal. The committee will make a report to the Faculty Senate at the April, 2012 meeting. The May meeting will include the results of the report from the Senior Faculty Committee.

The *ad hoc* Committee will be able to collect information for the report, for example, requesting committee meetings, interviewing faculty, engaging students and the teaching community in discussions, and holding council meetings to set an example and to provide guidance and advice to junior faculty on creatively facing issues in higher education.

This recommendation is in pursuant to the NCCU Faculty Handbook (Article VIII, Section 5), "the Faculty Senate may establish *ad hoc* committees for special purposes," and these committees "need not be limited to Senators or Alternates but may include members of the General Faculty with a special interest or having expertise in the work of the committee." After consulting with the Executive Committee, the Senate Chair appoints members (Article V, Section 1).

Chair Rogers noted that the *ad hoc* committee does not displace the Senate, and the Faculty Senate is the voice that speaks on behalf of the faculty. During discussion, Dr. Philliph Mutisya, Education, questioned the term "investigate." Dr. Debela described the opportunity for the committee to bring together senior faculty to discuss issues within the purview of self-governance and academic freedom; he noted that the administration has expressed concern about the lack of participation by faculty in self-governance. Dr. Ernestine Lassiter, Nursing, expressed confusion about how senior faculty, who have not

NCCU Faculty Senate Meeting

February 5, 2010

Page 5 of 10

been involved, will be able to help junior faculty. Dr. Mary Phillips, Business, wondered how many Senators are involved.

A call for a vote on the recommendation was made by Dr. Swain. Following a point of clarification from Dr. Minnie Sangster, Modern Foreign Languages, that according to handbook guidelines an *ad hoc* committee is charged with a function, the Senate voted and the recommendation passed. Dr. Kim, Parliamentarian, summarized the vote: 33 ayes, 2 nays, and no abstentions. Chair Rogers will appoint co-conveners and request a report at the next Faculty Senate meeting.

- VII. New Business:** Chancellor Charlie Nelms, Provost Debbie Thomas and Voce Chancellor Wendell Davis were present with others in the administration by invitation from Chair Rogers to describe cost cutting and program proposals.
- A. **Chancellor Nelms:** He hoped everyone had a wonderful, relaxing holiday. When they receive enrollment reports for the new semester, he invited everyone to try to figure out what has happened. University enrollment has dropped. Establishing context, the Chancellor reminded the Senate that since he first met the UNC search committee, President and Board of Governors, he has continued to pursue three objectives for NCCU, which also were noted as his inauguration:
- 1-Increase retention and graduation
 - 2-Improve institutional effectiveness
 - 3-Nurture quality, competitiveness, and excellence.
- The Chancellor continues to try to accomplish these goals. People, he noted, support change but do not like it. He invited Senators to look at the Mission document where retention, graduation, academic efficiencies, quality, communications, content knowledge and soft skills are listed. Now we must respond to budget challenges. He has been attending UNC Board of Governors meetings and heard mind boggling discussion against any tuition increase, but noted we have faculty and staff who have had not raises in 4, 5, and 7 years. We don't usually look at costs and efficiencies, but Chancellor Nelms invited senators to do the math on tuition. He then introduced Wendell Davis.
- B. **Vice Chancellor Wendell Davis – Process, Improvement and Efficiency (PIE) Recommendations:** Mr. Davis explained that he was charged to find \$1million in permanent savings. His PIE team has been meeting weekly since September and will continue to meet. Their rules included seeing nothing as sacred, all ideas can be put on the table, and being aware of the new normal. They are evaluating about 60 items on cost and have completed cost analysis on 12. There is an economic crisis, and the team

NCCU Faculty Senate Meeting

February 5, 2010

Page 6 of 10

may propose ways to evaluate consolidate and eliminate academic programs not central to core mission of NCCU. In a PowerPoint presentation, Mr. Davis shared the PHASE ONE proposals to begin July 1, 2012 (Phase Two starts in January, 2013). Proposed cuts are being recommended to the Chancellor and include: saving \$190,238 by fully implementing People Administration Software for SPA, EPA and faculty; doing our own Banner maintenance (\$100,000), closing 8 building during summer school(\$45,000); optimizing GEC class sizes (from as small as 8 to 40-47) and hiring more adjuncts to teach (\$269,602); eliminating Fall convocation and winter graduation ceremonies (\$40,500); centralizing trash receptacles with larger bins in hallways (for “trash” not “garbage”) to save \$81,533; reduce Royall contract for student recruitment (\$57,656); streamline and reorganize Finance and Administration operations (\$681, 245); reduce use of temporary staff (\$88,102). The total savings proposed is \$1,502,105.

In phase two, going 50% paperless with electronic check requests, requisitions, travel, and online budget transfers is an important part of savings. In addition, PIE team is looking at streamlining administrative support staff, reduce deployment of copiers; eliminate providing both laptops and desktops, and analyze summer program fee structure to recover costs. In conclusion, Mr. Davis quoted Jim Collins: “Transitioning organizations from good to great is an iterative process.”

C. Assoc. Provost and Assoc. Vice Chancellor Bernice Johnson: Dr. Johnson gave happy new year greetings to the Senate. She described the evolution of her study group from committee to commission providing historical context on the Program Review process and recommendations. She noted that program reviews are integral and necessary, including regular reviews by NCCU, UNC Board of Governors, and the SACS accreditation organization. From 1999 to 2006, NCCU has experienced a growth period with 25 new degrees; funding was dependent of the number enrolled. Then funding became dependent on student credit hours, not head count, and with lower enrollment NCCU consequently has had less state funding (a loss of \$58million over 12 years).

Important components of the Program Review were centrality to the university Mission, quality of programs, relevance in today’s world, geographic and cultural advantages, cost and economic incentives, student performance and success, faculty productivity, enrollment, retention, duplication of programs at NCCU and across UNC, and competitiveness. The timeline for review began in September with faculty reviews within departments, October presentation of contextual and educational imperatives at general faculty meeting, November presentation to Board of Trustees. The committee/commission was divided into 3 teams to study programs and come together to discuss and review recommendations in

NCCU Faculty Senate Meeting

February 5, 2010

Page 7 of 10

report to Provost on December 20, 2011. They used criteria (10 questions) and then metrics (36 data categories), asking departments and schools to supply more information and data in December.

The Commission's recommendations are for realigning, merging, reinvesting, and retaining. Specific Program Review recommendations include: eliminating MS in FCS in Human Sciences and BA in Public Administration; realigning Public Administration with Political Science, and Social Work with Sociology; merge Physical Education degrees as one BS and have one MS with concentrations; move dancing to Liberal Arts; realign Art, Music, and Theatre (with Dance) as one department; eliminate teaching degree with art concentration; separate English and Mass Communications into departments; merge English with Modern Foreign Languages; eliminate BA in French and maintain BA in Spanish; invest in expanding to new languages, such as Chinese; merge Biology, Chemistry, and Physical Science into one department of Physical and Natural Science; explore realigning and merging Computer Science with Computer Information Systems in the School of Business; merge BS degree into one for Geographical, Environmental and Earth Sciences; merge and restructure College of Liberal Arts with College of Science and Technology into College of Arts and Sciences. Overall these changes would total approximately \$400,000.

D. Provost Debbie Thomas: The Provost invited faculty to listening forums starting Tuesday. She described the collaborative and inclusive engagement process that she is directing. She has used the 360 Degree procedures to construct (audit), deconstruct (qualitative and quantitative analysis), and reconstruct (implement and recommend) to engage in quality improvement. At level one, departments were involved in conducting thorough reviews with attention to low participation programs (enrollment and graduation). Using a method of triangulation, recommendations were made based on analysis by different groups.. In addition, schools that are being maintained have been asked to conduct comprehensive internal reviews and develop strategic plans to enhance quality and ensure academic excellence. Plans are due May 1, including a plan from the new Dean in the School of Education, Dr. Wynetta Lee, who reports she has started already. School providing plans include School of Business, Law School (before Dean Raymond Pierce leaves), and the Nursing Department. Realignment are for efficiency; implementation and evaluation is to support strategic recruitment and retention; distance education and online courses are expanding. The goal of the changes and reorganization are distinctiveness, excellence, and competitiveness. She reviewed the recommendations from the Program Review Commission that she sent to the Chancellor. {Note: the Chancellor emailed his recommendations in a posting to the University today. He

NCCU Faculty Senate Meeting

February 5, 2010

Page 8 of 10

encourage faculty to review them and emphasized the shared goal to grow NCCU in a quality way.]

VIII. Questions and Answers: In the first questions, Dr. Michele Ware, English, asked what the timeline for program changes was. Chancellor Nelms said he must report to Board of Trustees in February, so some changes will be as of July 1 but others involving searches for new chairs, for example, may take longer. Some changes may also require approval by SACS. Dr. Hayk Melikyan, Math and Computer Science, noted the difficulty associated with merging computer science with a business program and asked if consideration of degrees in math and physical science department had been taken. Provost Thomas said it will be best for department chairs and deans to work it out so changes are sustainable and to try to be clear about “merge” as a term. Chancellor Nelms noted that Math and Physical Science will merge but have separate degrees. The faculty would be able to determine details of the move to the School of Business for Computer Science.

Dr. Mary Phillips, Business, asked Mr. Davis if it was intentional that no faculty were members of his PIE study team. Davis responded that it was not. Chancellor Nelms encouraged the plans being developed are vetted with everyone. It continues to be difficult to get people to attend committees at NCCU.

Dr. Ravanasamudram Uma, Math and Computer Science, described how computer science is primarily mathematical and finding commonality with Computer Information Systems would be difficult. The Chancellor noted the importance of informatics at his former school as it has become an emerging area of opportunity. We can look for opportunities across departments at NCCU.

In response to other questioning by Dr. Carla Stoddard, Physical Education and Director of Athletic Training about her program being the only one at an HBCU, Provost Thomas said they had looked at metrics in making recommendation. The Chancellor listed metrics to include number enrolled, graduated, and licensed, and that we have to consider if we have the capacity to deliver. She also mentioned the need for competitive programs and not being mediocre when we are losing \$58 million and enrollment. We must look at what we can do to be effective. Dr. Stoddard mentioned new UNC metrics, and the Provost and Chancellor offered to meet and talk more. When asked by Dr. Claudia Becker, Modern Foreign Languages about saving \$40,000 on fall meetings, the Chancellor responded that he did not accept that suggestion.

NCCU Faculty Senate Meeting

February 5, 2010

Page 9 of 10

[It was moved and approved by a show of hands to extend the meeting 15 minutes beyond 4pm.] Dr. Branislav Vlahovic, the only theoretical Physicist, described changes in his field since he came to the US, and that math is a dependent science. He felt it would be a step backwards to merge. Dr. Johnson responded that it was realignment and not a merger; separate degrees would be offered. Another professor in Math and Computer Science, Dr. Alade Tokuta asked when the communications with departments effected would be done. In response, he was told to expect a faculty meeting with chairs. Dr. Vlahovic, Physics, described that when he came there was no chemistry or science structure, and he asked if the loss of developed structures would be considered. Provost Thomas responded that the language of the recommendations may change and adjustments made. Dr. Ravanasamudram Uma, Math and Computer Science, noted that she could receive her answer later, but was concerned about computer science being weakened as a service program and that business is not part of the STEM mission. She is concerned about current recruiting of Masters and the new PhD students and school being perceived as weak by outsiders. Dr. Hayk Melikyan, Math and Computer Science, also asked about administration of University College with merging of CLA and CST. Chancellor Nelms described budget savings in cutting administration with merger, noting this is “why we started with administration cuts.”

On a different topic, Dr. Ware asked about the size of GEC courses, and if reviewers had considered retention when proposing larger classes? Provost Thomas noted that Dean Carlton Wilson had gathered information on effectiveness, and that not all classes would be doubled. When Dr. Oritsejafor, Political Science, asked about outcome from merging with Political Science when eliminating Public Administration degree, he was reminded it was only the undergraduate degree. Dr. Joshua Nadel, History, asked about effective teaching and student retention. Dr. Thomas said that graduate assistants would be able to help with larger classes. Chancellor Nelms described faculty load problems. Dr. Vicki Lamb, Sociology, noted that Sociology graduates more students than Social Work and produces graduate students. Dr. James Davis, Sociology, noted how sociology can serve the system and asked for meeting with Chancellor to discuss issues in merging. The Chancellor offered to sit and talk with faculty in both departments. Dr. Minnie Sangster, Modern Foreign Languages, asked about response of professional organizations to increasing class sizes in GEC and noted how it helps nursing students to study Spanish. Dr. Thomas responded that only selected GEC courses would be changed.

Prof. Brett Chambers, Mass Communications, asked how realignments would affect grants and project funding. The Chancellor said it was a good question, but noted that no structure is sacred and described other universities. It was noted that the number of

NCCU Faculty Senate Meeting

February 5, 2010

Page 10 of 10

grants had not increased with CST and CLA separation in the past. Prof. Tonya Hall, Criminal Justice, asked about the housekeeping staff and expressed concern about losing Mr. Gerald. Mr. Davis responded that he was looking at staff loads and what can be done in facilities. In conclusion, Chancellor Nelms asked everyone to take time to review changes. He welcomed our ideas, and to please put it in writing. We want to chart a course to be strong, distinctive, and competitive as a university.

IX.Adjournment: The meeting was adjourned at 4:32 pm.

Respectfully submitted, *D. E. Swain*

Deborah E. Swain, Ph.D.

Secretary, Faculty Senate and Member of Executive Committee

Associate Professor, School of Library and Information Sciences